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Human Resource Training and Development Survey Results, 1987

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Education, Culture and Tourism Division
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Human Resource Training and Development Survey Results, 1987

by Edith Rechnitzer



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- * Data are subject to considerable sampling error and should be used with caution.
- ** Data are not reliable enough to be released.



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Introduction

The Human Resource Training and Development Survey was conducted in 1987 by Statistics Canada for Employment and Immigration Canada. The objective of the survey was to collect information on:

- human resource planning and training activities taking place in private industry;
- characteristics of firms involved in human resource planning and training;
- volumes and types of human resource training;
- numbers and occupational groupings of trainees;
- companies' expenditures on human resource training;
- companies' familiarity with participation in, and attitudes toward government training assistance programs.

This information allows one to:

- assess government's current market share of the human resource training and development taking place in private industry;
- identify future directions for government involvement;
- enhance the Canadian Occupational Projections System (COPS) capacity to project and explain occupational trends;
- promote liaison between government and industry in establishing common terminology and a common information base;
- establish a national benchmark on human resource training and development in private industry against which to measure and track industry training over time;
- provide employers with information that will help them to assess their activities in relation to other employers and/or industries, and to set realistic and effective goals for the future.

This report summarizes the results of the survey. The findings are presented in three parts. The first, "Human Resource Planning," provides information on companies and their activities relating to human resource planning. The second, "Human Resource Training," presents data on companies providing training, their objectives in training, their success in achieving these goals, participation in training, occupational groupings of participants, and types of program they were taking. The third part, "Expenditures on Formal Training," deals with the amount that companies spent to train employees. The report also includes a description of methodology and a glossary.

Highlights

- Larger companies were more likely than smaller ones to plan their workforce requirements. The proportion varied from 22% for firms with fewer than 10 employees to 50% for those with 1,000 or more employees.
- The likelihood of a company providing training for its employees increases with company size. Only 27% of companies with fewer than 10 employees provided training, compared with about 92% of those with 1,000 or more employees.
- "Helping employees perform present jobs well" and "providing an opportunity for employees to develop their personal skill and knowledge" were the companies' most frequently identified objectives for sponsoring formal training.
- Larger companies' training requirements were more likely to be affected by the introduction of new technologies than those of the smaller ones.
- About 40% of all companies used training assistance program.
- Smaller companies supporting or providing training were more likely than larger ones to meet all of their training needs.
- In 1987, there were 2.4 million participants in formal training. Production and sales/marketing personnel were the largest group of training participants, followed by service workers and clerks/office workers.
- For every hundred employees in private industry in 1987, there were 27 participants in training programs.
- In 1987, companies in private industry spent \$1,396.9 million on formal training. Approximately 76% of this total was assigned to directly provided training, and 24%, to supported training.
- On average, companies that trained spent \$240 on training per employee and \$570 per training participant. Firms with fewer than 10 employees spent the largest amount: \$400 per employee.
- Companies in the machinery and equipment industry spent the most on training per employee: \$350.

Coverage

The survey covered a total of 746,100 companies in all industries except government, education, health and social services, and religious and political organizations.¹

The reference period was from November 1, 1986 to October 31, 1987.

The distribution of the 746,100 companies, by industry and employment size was:

Industry Company Classification Code)	Percentage distribution %	Company size (number of employees)	Percentage distribution %
Food, beverage and tobacco	3	0-9	82.5
Wood and paper; energy	5	10-49	15.0
Chemicals/chemical products/ textiles; metallic minerals		50-99	1.4
and metal products	2	100-499	0.9
Machinery and equipment; transportation equipment; electrical/electronic products		500-999	0.1
Construction	10	1000 or more	0.1
Transportation services; communications	19		
Finance/insurance; general services to business	6		
Accommodation, restaurants and recreation services;	10		
consumer goods and services	36		
Other ²	9		
All companies	100	All companies	100

¹About 1,600 multi-establishment firms were classified in these categories in cases where the company's establishment with the largest gross income belonged to these industries.

²Includes government services; education, health, social services, and industry not known.

Human Resource Planning

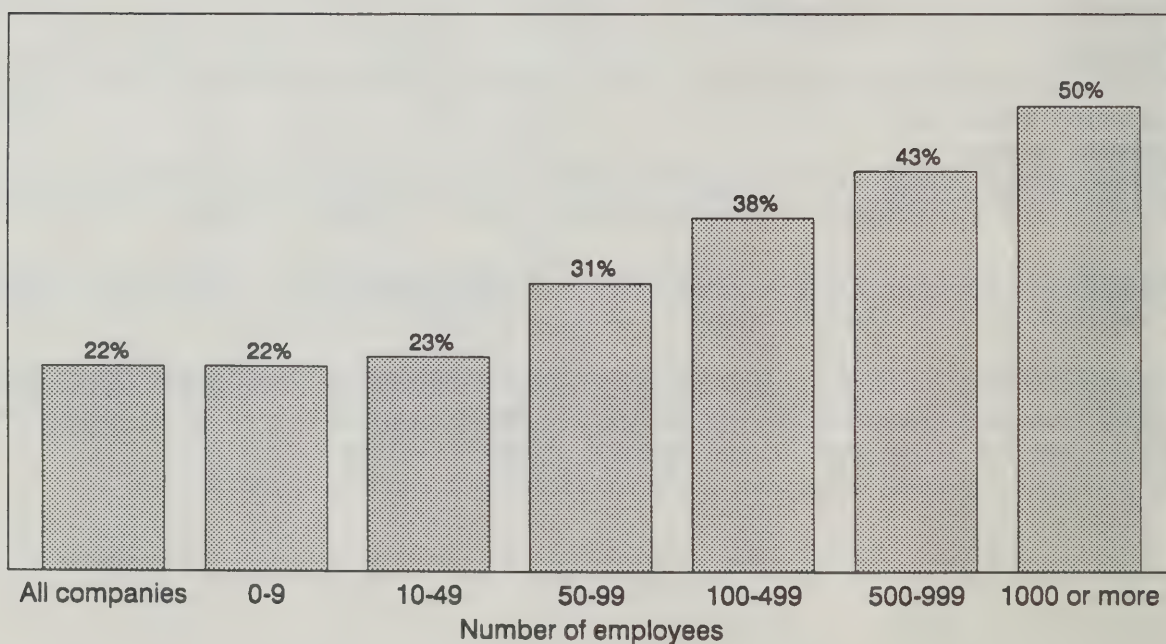
One of the objectives of the Human Resource Training and Development Survey was to gather information on human resource planning activities in private industry. Companies were asked questions on the number of years that they have been planning their workforce, the length of their forecasting period, the basis of their forecasting, their assessment of the availability of workers and if they did not plan, the reasons for not doing so.

Companies planning workforce requirements

Whether a company is planning its workforce or not depends more on the size than on the type (industry group) of company.

Larger companies were more likely than smaller ones to plan their human resources. Half the companies with 1,000 or more employees planned their workforce, compared with about 22% of those with fewer than 50 employees.

**Chart 1 - Companies planning workforce requirements,
by company size, 1987**



Source: Human Resource Training and Development Survey, 1987.

Table 1. Companies planning workforce requirements, by company size, 1987

Number of employees	Workforce requirements			
	Planned	Not planned	Not stated	Total
	(% of companies)			
0-9	22	59	19	100
10-49	23	56	21	100
50-99	31	51	18	100
100-499	38	37	25	100
500-999	43	25	32	100
1000 or more	50	21	29	100
All companies	22	58	20	100

Source: Human Resource Training and Development Survey, 1987.

The proportion of companies planning their workforce requirements varied by industry, from 11% in transportation and communications to 31% in the food, beverage and tobacco industry.

Table 2. Companies planning workforce requirements, by industry, 1987

Industry Company Classification (Code)	Workforce requirements			
	Planned	Not planned	Not stated	Total
	(% of companies)			
Food, beverage and tobacco	31*	51*	**	100
Food and paper; energy	**	70*	8*	100
Chemicals, chemical products and textiles; metallic minerals and metal products	**	51	**	100
Machinery and equipment; transportation equipment; electrical & electronic products	24*	51	25*	100
Construction and related activities	18*	63	20*	100
Transportation services; communications	11*	68	21*	100
Finance and insurance; general services to business accommodation, restaurants and recreation services;	23*	63	14*	100
Food retailing; consumer goods and services	25	56	19	100
Other ¹	**	**	**	**
All companies	22	58	20	100

¹Includes government services; education, health and social services, and industry not known.

Source: Human Resource Training and Development Survey, 1987.

Number of years companies have planned workforce requirements

Larger companies have been planning workforce requirements longer than smaller ones. Over 60% of medium (100-499 employees) and large (500 or more employees) companies have been planning for 5 years or more, compared with 35% of companies with fewer than 10 employees. The number of years companies have been planning workforce requirements is likely affected by the number of years that the firms have been in operation.

Table 3. Companies, by number of years planning workforce requirements and company size, 1987

Number of employees	Number of years			Total
	Less than 5	5 or more	Not stated	
	(% of companies)			
0-9	45	35	20*	100
10-49	36	47	17*	100
50-99	34*	49	**	100
100-499	25	62	13	100
500-999	21	64	15	100
1000 or more	15	67	18	100
All companies	43	37	20	100

Source: Human Resource Training and Development Survey, 1987.

Length of forecasting period

While most companies forecast their workforce a year or less in advance, large companies tend to forecast for longer periods. About a third (34%) of firms with 1,000 or more employees and 22% of those with 500-999 employees planned for more than one year ahead.

Table 4. Companies planning workforce requirements, by length of forecasting period and company size, 1987

Number of employees	Length of forecast				Total
	6 months or less	7-12 months	More than 1 year	Not stated	
	(% of companies)				
0-9	41	35*	**	21*	100
10-49	58	23*	**	15*	100
50-99	50	30*	**	**	100
100-499	45	37	9	9*	100
500-999	28	42	22	9	100
1000 or more	17	37	34	12	100
All companies	44	33	**	19*	100

Source: Human Resource Training and Development Survey, 1987.

Basis of workforce planning

Companies' most frequent bases of workforce planning were "link to sales forecast" and "business plan." Large companies used "recent rates of employee turnover" as often as they did "link to sales forecast."

Table 5. Companies, by basis of planning workforce requirements and company size, 1987

Basis of planning	Number of employees						All com- panies
	0-9	10-49	50-99	100- 499	500- 999	1000 or more	
	(% of companies)						
Link to sales forecast	50	55	50	63	51	54	51
Business plan	33	52	54*	61	79	82	37
Recent rates of employee turnover	**	19	40*	32	44	54	12*
Planned equipment/ process changes	**	12	23*	32	41	50	**
Other	**	19*	**	11	17	20	21*
Not stated	**	**	**	2*	**	3*	6*

Source: Human Resource Training and Development Survey, 1987.

Assessing availability of workers

Monitoring availability of qualified new hires and in-house skill inventories were the two most frequent bases on which companies assessed worker availability.

Table 6. Companies planning workforce requirements, by basis of assessing availability of workers and company size, 1987

Basis of assessment	Number of employees						All com- panies
	0-9	10-49	50-99	100- 499	500- 999	1000 or more	
	(% of companies)						
Monitoring availability of qualified new hires	35	49	61*	61	72	69	39
In-house skill inventories	28*	44	53*	57	58	65	32
Monitoring training in progress	15*	31*	41*	33	42	52	19
Other	23*	12*	**	12	16	28	21*
Not stated	**	8*	**	**	4*	5	9*

Source: Human Resource Training and Development Survey, 1987.

Reasons for not planning workforce requirements

Companies not planning workforce requirements were requested to indicate the reasons for not doing so. While 28% indicated that "experience has shown this to be ineffective", 58% marked the "other" category, and as a specification, often stated that planning was not necessary.

Human Resource Training

Non-employee training

The majority of companies (67%) did not provide formal training for non-employees. Large firms (500 or more employees) trained non-employees, however, were more likely to train non-employees. (20%)

Table 7. Companies providing formal training for non-employees, by company size, 1987

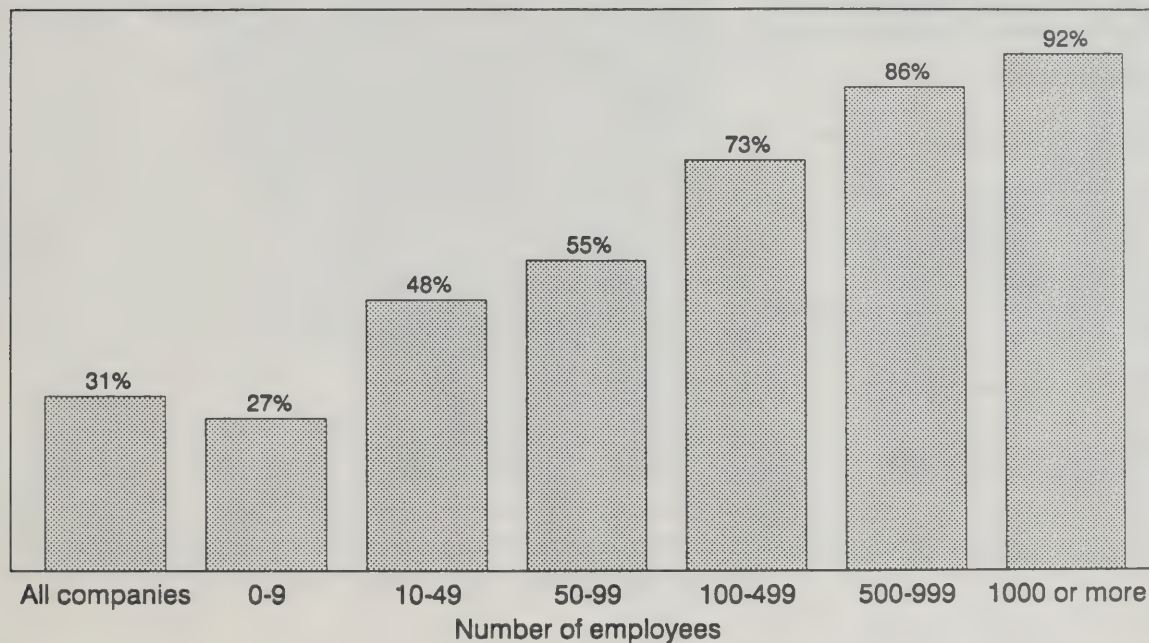
Number of employees	Providing training	Not providing training	Not stated	Total
(% of companies)				
0-9	4*	67	29	100
10-49	**	66	27	100
50-99	7*	64	29	100
100-499	9	55	36	100
500-999	20	43	37	100
1000 or more	21	44	35	100
All companies	4*	67	29	100

Source: Human Resource Training and Development Survey, 1987.

Employee Training

Overall, about one-third of companies in private industry supported or provided training for their employees. Larger companies were more likely to train than smaller ones. About 92% of companies with 1000 or more employees gave training, compared with 27% of those with fewer than 10 employees.

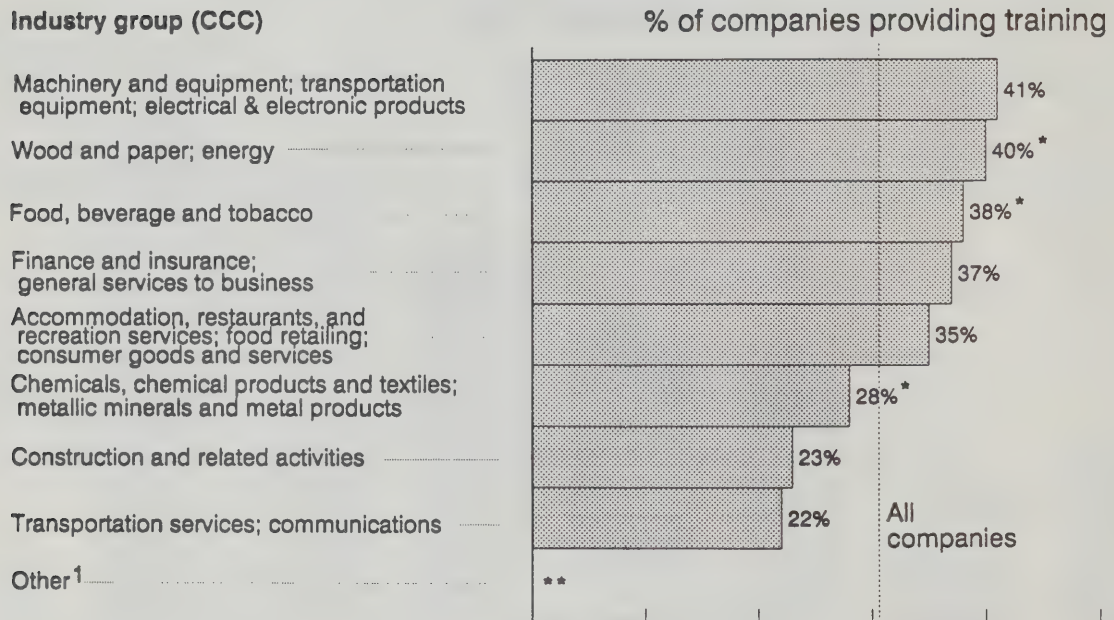
**Chart 2 - Companies providing formal training for employees,
by company size, 1987**



Source: Human Resource Training and Development Survey, 1987.

Firms in transportation and communications (22%) and in construction (23%) were least likely to train. In other industries, the proportion varied from 28% in chemical, textiles and mineral product industries, to 40% in wood, paper and energy industries.

Chart 3 - Companies providing formal training for employees, by industry, 1987



¹Includes government services; education, health and social services, and industry not known.

Source: Human Resource Training and Development Survey, 1987.

Companies supporting or providing training for employees

About half the large companies (500 or more employees), 27% of medium-size companies (100-499 employees), and around 20% of small companies (fewer than 100 employees) reported that they have employed people whose primary function is development and delivery of formal training.

Table 8. Companies with employees working primarily in formal training, by company size, 1987

Number of employees	Number of employees developing and delivering formal training			
	None	1 or more	Not stated	Total
	(% of companies)			
0-9	55	16*	29	100
10-49	51	21*	28	100
50-99	50	21*	29	100
100-499	39	27	34	100
500-999	20	39	41	100
1000 or more	9	53	38	100
All companies	53	18	29	100

Source: Human Resource Training and Development Survey, 1987.

There are two types of formal training: directly provided and supported. Of the companies involved in formal training, 56% provided training directly, 27% supported training, and 17% used both forms. Smaller companies were more likely than medium-size (100-499 employees) or large companies (500 or more employees) to offer training directly. On the other hand, over half the large companies used both types of training, while fewer than one-quarter of small firms did so.

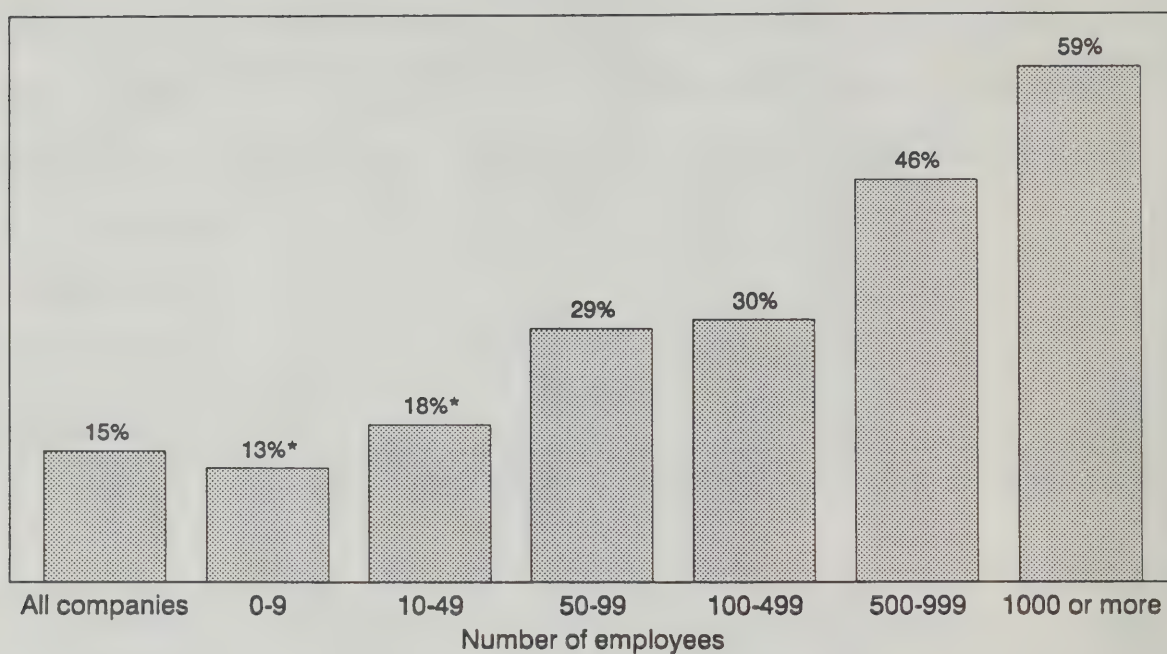
Table 9. Companies, by form of training provided and company size, 1987

Number of employees	Directly provided	Supported	Both directly provided and supported	Total
(% of companies)				
0-9	59	26	15*	100
10-49	52	30	18	100
50-99	47	28*	25	100
100-199	48	22	30	100
200-499	38	19	43	100
500-999	40	10	50	100
1000 or more	32	5	63	100
All companies	56	27	17	100

Source: Human Resource Training and Development Survey, 1987.

Approximately half the large companies (500 or more employees), one-third of companies with 50-499 employees, and 15% of firms with fewer than 50 employees had budgets for training.

**Chart 4 - Companies with budgets for training,
by company size, 1987**



Source: Human Resource Training and Development Survey, 1987.

**Table 10. Companies with training budget,
by company size, 1987**

Number of employees	With budget	Without budget	Not stated	Total
(% of companies)				
0-9	13*	62	25	100
10-49	18*	57	25*	100
50-99	29	44*	27	100
100-499	30	38	32	100
500-999	46	17	37	100
1000 or more	59	11	30	100
All companies	15	60	25	100

Source: Human Resource Training and Development Survey, 1987.

Objectives for sponsoring formal training

Helping employees perform present jobs" and "providing an opportunity for employees to develop their personal skills and knowledge" were companies' most frequent objectives in sponsoring formal training.

Table 11. Objectives in sponsoring formal training, by company size, 1987

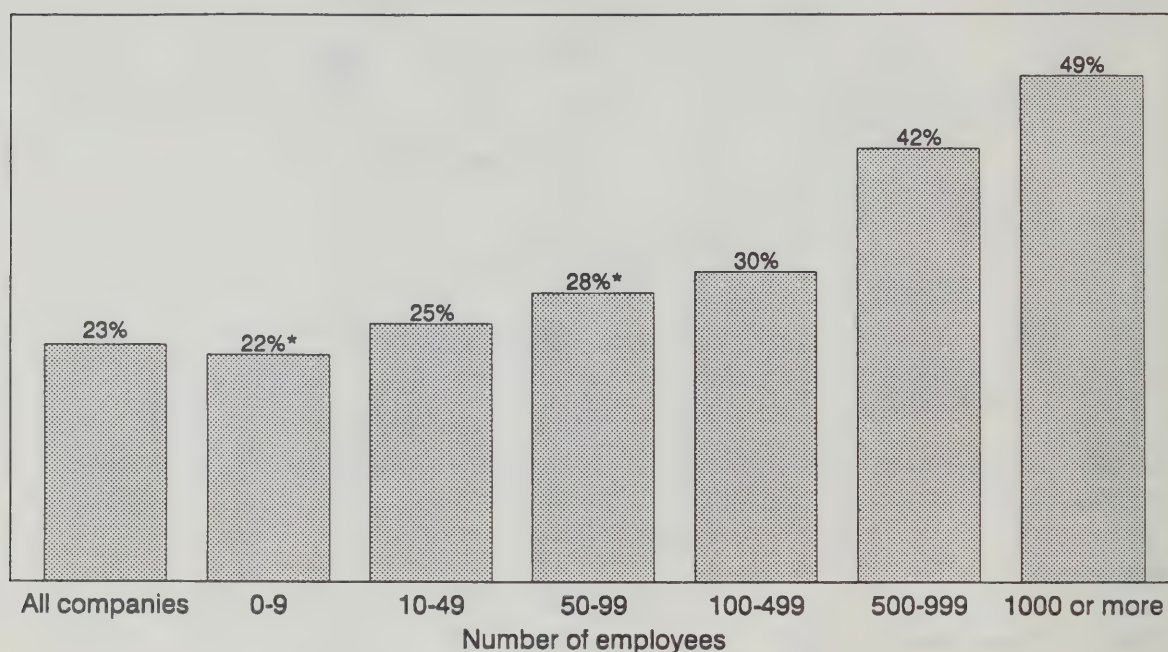
Objectives	Number of employees						
	0-9	10-49	50-99	100-499	500-999	1000 or more	All companies
	(% of companies)						
Help employees perform present jobs	55	65	67	63	61	69	58
Provide opportunity to develop skills and knowledge	42	52	56	52	51	64	45
Keep employees informed of technical and procedural changes in company	27	40	47*	46	48	59	31
Orientation of new employees	27	41	41	42	46	56	31
Help employees qualify for future jobs in company	19*	39	44	47	50	62	25
Meet changing skill requirements of existing jobs	22	30	44*	41	46	57	25
Meet regulatory requirements	14*	14	19*	23	25	38	15
Meet affirmative action goals	**	13	15*	17	14	23	10*
Assist relocation of workers in firm to avoid layoffs	**	6*	**	13	13	25	**
Meet collective bargaining requirements	**	**	5*	11	14	24	**
Other	**	**	2*	**	5	7	**
Unknown	34	26	26	32	37	29	32

Source: Human Resource Training and Development Survey, 1987.

Impact of new technologies on training requirements

Larger companies' training requirements were more likely to be affected by the introduction of new technologies than those of smaller companies. Almost half (49%) the companies with 1,000 or more employees reported that the introduction of new technologies/processes resulted in significant demands on their training requirements, compared with 22% of companies with fewer than 10 employees.

Chart 5 - Companies with training requirements affected by introduction of new technologies, by company size, 1987



Source: Human Resource Training and Development Survey, 1987.

Table 12. Impact of new technologies on companies'¹ training requirements, by company size, 1987

Number of employees	Impact of new technologies			Total
	Significant demands on training	No impact on training	Not stated	
(% of companies)				
0-9	22*	49	29	100
10-49	25	47	28	100
50-99	28*	42*	30	100
100-499	30	36	34	100
500-999	42	20	38	100
1000 or more	49	18	33	100
All companies	23	48	29	100

¹Companies supporting or providing training for employees.

Source: Human Resource Training and Development Survey, 1987.

Training assistance program

Overall, close to four in ten (39%) companies used training assistance programs. The likelihood of using such programs varied little by company size, although small companies were somewhat less inclined than larger ones to do so.

Table 13. Companies using training assistance programs, by company size, 1987

Number of employees	Training program			Total
	Used	Not used	Not stated	
	(% of companies)			
0-9	38	30	32	100
10-49	41	31	28	100
50-99	48*	23	29	100
100-499	43	22	35	100
500-999	42	19	39	100
1000 or more	47	19	34	100
All companies	39	30	31	100

Source: Human Resource Training and Development Survey, 1987.

The assistance programs companies with 50 or more employees used most frequently were "apprenticeship" and "other provincial government" programs. Companies with fewer than 50 employees used the "other" category most frequently.

Table 14. Companies using training assistance programs, by type of program and company size, 1987

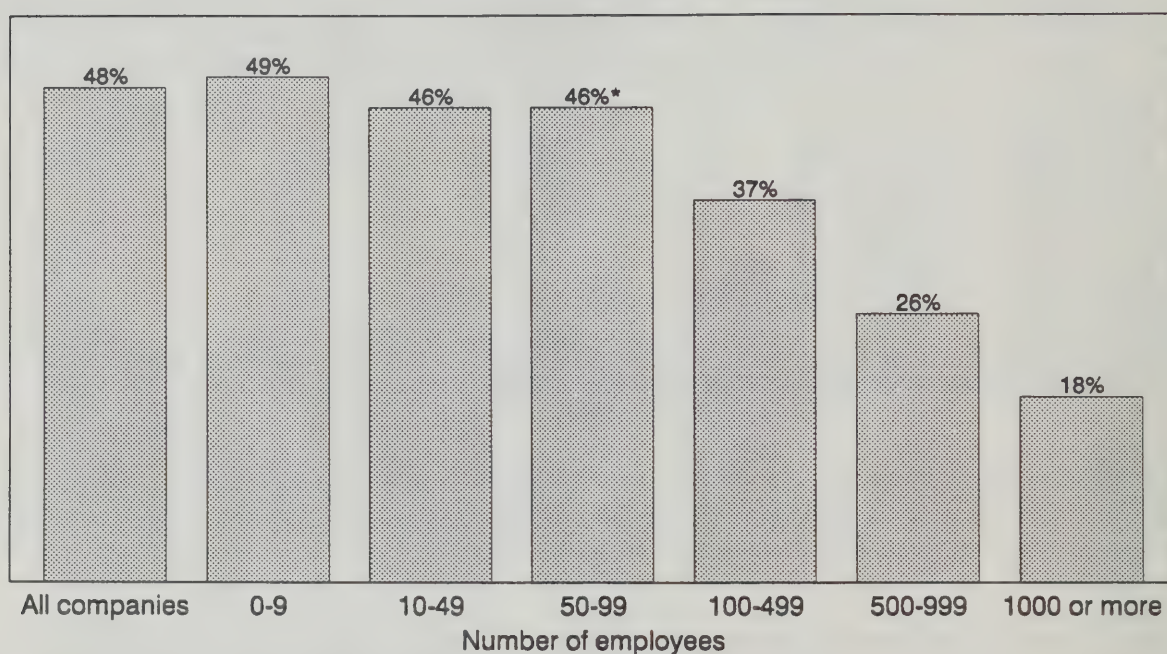
Number of employees	Type of assistance programs			
	Apprentice-ship	Provincial government	Federal government	Other
	(% of companies)			
0-9	30*	**	**	53*
10-49	42	19	19*	46
50-99	48*	**	13*	28*
100-499	42	43	27	36
500-999	49	51	44	24
1000 or more	60	60	45	37
All companies	34	24*	11*	50

Source: Human Resource Training and Development Survey, 1987.

Meeting training needs

Smaller companies were more likely than larger ones to meet all of their training needs. About 18% of firms with 1,000 or more employees met their training needs, compared with 49% of those with fewer than 10 employees.

Chart 6 - Companies¹ meeting all their training needs, by company size, 1987



¹Companies supporting or providing training for their employees.

Source: Human Resource Training and Development Survey, 1987.

Table 15. Companies¹ meeting all training needs, by company size, 1987

Number of employees	Training needs			
	Met	Not met	Not stated	Total
	(% of companies)			
0-9	49	23*	28*	100
10-49	46	30*	24*	100
50-99	46*	27*	27	100
100-499	37	30	33	100
500-999	26	37	37	100
1000 or more	18	51	31	100
All companies	48	25	27	100

¹Companies supporting or providing training for their employees.

Source: Human Resource Training and Development Survey, 1987.

limited resources were stated by a large proportion of companies as a reason for not meeting all their training needs. Larger firms were more likely to report this reason than smaller ones. The percentages ranged from 34% for companies with 10 to 49 employees to 79% for those with 1,000 or more employees.

Table 16. Reasons why companies¹ did not meet all training needs, by company size, 1987

	Number of employees						All companies
	0-9	10-49	50-99	100-499	500-999	1000 or more	
	(% of companies)						
Limited resources	**	34*	36*	57	66	79	54*
Lack of skilled instructors	**	**	**	30*	29	32	**
Courses not available in training institutions where and when required	**	28*	**	28*	30	30	20*
Lack of training facilities	**	**	**	20*	17	20	5*
Lack of employee interest	**	**	**	22*	9	9	**
Government training assistance programs too complex	**	**	**	18*	19	18	**
Criteria for government training assistance programs too rigid	**	**	**	26*	26	21	**
Insufficient government assistance	**	**	**	13	18	13	**
Other	20*	**	**	26*	27	32	21*

Companies supporting or providing training for their employees.

Source: Human Resource Training and Development Survey, 1987.

Familiarity with and participation in Employment and Immigration Canada's "Canadian Jobs Strategy" programs

The proportion of firms reporting familiarity with Employment and Immigration Canada's "Canadian Jobs Strategy" programs varied from 20% of companies with fewer than 10 employees to 44% of those with 1,000 or more employees. Over half the companies familiar with the programs reported that they participated in them, and 82% would use them again.

Table 17. Familiarity with Employment and Immigration Canada's "Canadian Jobs Strategy" programs, by company¹ size, 1987

Number of employees	Familiar with program
	(% of companies)
0-9	20
10-49	32
50-99	31
100-499	36
500-999	41
1000 or more	44
All companies	22

¹All companies including those supporting or not providing training.
Source: Human Resource Training and Development Survey, 1987.

Table 18. Participation in Employment and Immigration Canada's "Canadian Jobs Strategy" programs, by company¹ size, 1987

Number of employees	Participated	Would participate again
	(% of companies)	
0-9	49	85
10-49	65	74
50-99	72*	93*
100-499	55	87
500-999	68	87
1000 or more	65	92
All companies	53	82

¹Companies familiar with "Canadian Jobs Strategy" program.
Source: Human Resource Training and Development Survey, 1987.

Participation in formal trainingOccupational groups of participants

There were 2,438,500 participants in formal training in 1987. Employees in production and sales/marketing represented the largest group of participants in training at 17% each, followed by employees in service (14*) and clerks/office workers (13%).

Table 19. Participants in formal training, by occupation, 1987

Occupation	Employees in companies providing formal training ⁽¹⁾	Participants in formal training
Total	100%	100%
Production	18*	17*
Sales and marketing	15	17
Service	10	14
Clerical/office	15	13
Management	8	9
Professional/technical	7	7
Repair and industrial	5	5
Executive officers	4	3
Transport equipment	4	3
Construction trades	3	2
Forestry, fishing, mining, farming	1	1*
Other	10	9*
Total number	5,779,500	2,438,500

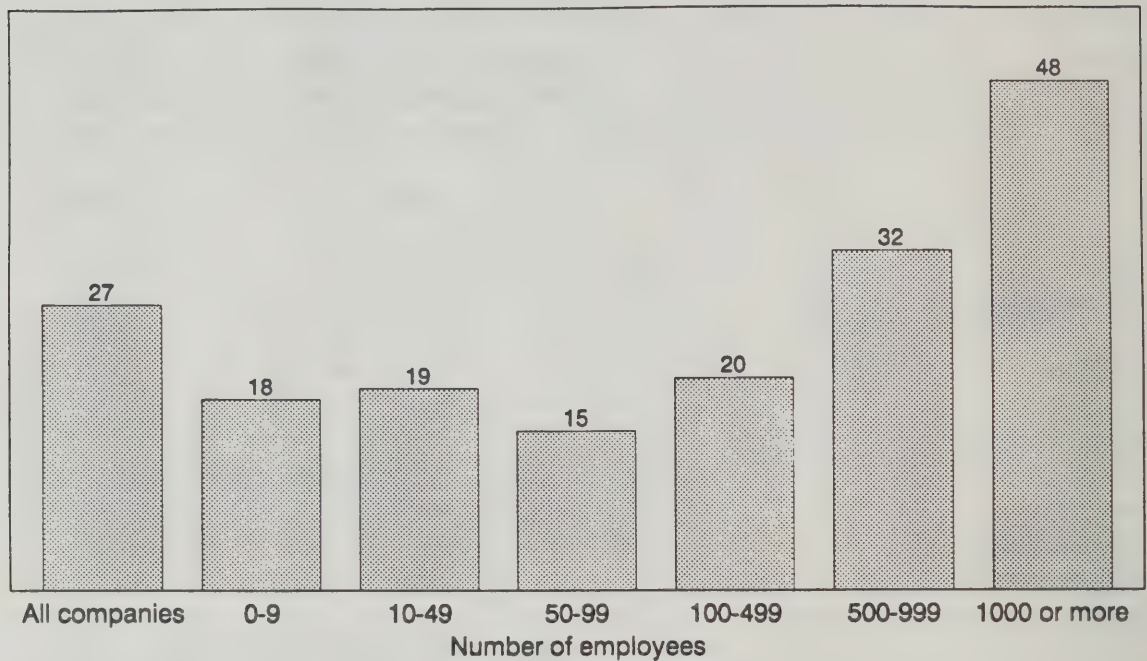
⁽¹⁾Number of employees as of October, 1987.

Source: Human Resource Training and Development Survey, 1987.

For every hundred employees in private industry, there were 27 participants in training programs. Companies with fewer than 500 employees had ratios between 15 and 20, while ratios for large companies with 500-999 employees and 1,000 or more employees were 32 and 48, respectively. By industry, the ratio ranged from a low of 13 in "construction" to a high of 52 in "finance, insurance and general services to business."

These ratios should not be interpreted as the proportion of employees participating in formal training, since one employee can participate in training more than once during the year.

Chart 7 - Training rate,¹ by company size, 1987



¹ Participants in formal training per 100 employees of all companies including those not supporting or providing training.

Source: Human Resource Training and Development Survey, 1987.

Table 20. Participants in formal training,
by company size, 1987

Number of employees	Number of participants	Training rate ¹
0-9	361,100	18
10-49	423,000	19
50-99	103,600	15
100-499	261,000	20
500-999	130,200	32
1000 or more	1,159,500	48
All companies ²	2,438,500	27

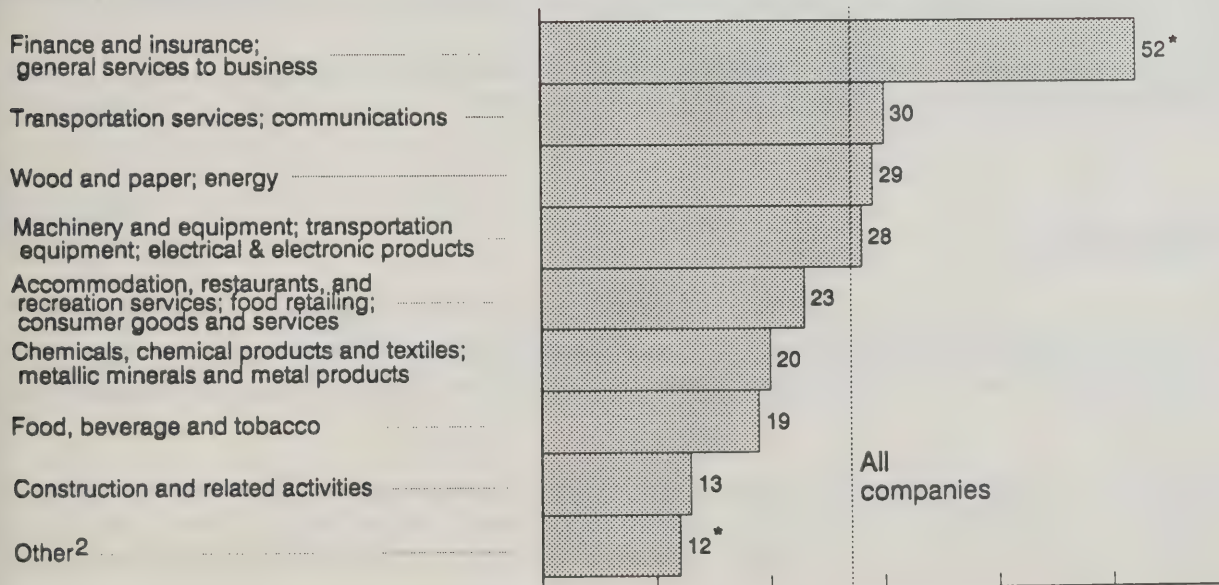
¹Participants in formal training per 100 employees of all companies including those not supporting or providing training.

²Numbers do not add to total due to rounding.

Source: Human Resource Training and Development Survey, 1987.

Chart 8 - Training rate,¹ by industry, 1987

Industry group (CCC)



¹Participants in formal training per 100 employees of all companies including those not supporting or providing training.

²Includes government services; education, health and social services, and industry not known.

Source: Human Resource Training and Development Survey, 1987.

Table 21. Participants in formal training,
by industry, 1987

Industry (Company Classification Code)	Number of participants	Training rate ¹
Food, beverage and tobacco	93,300	19
Wood and paper; energy	207,300	29
Chemicals, chemical products and textiles; metallic minerals and metal products	113,800	20
Machinery and equipment; transportation equipment; electrical & electronic products	282,400	28
Construction and related activities	142,300	13
Transportation services; communications	238,200	30
Finance and insurance; general services to business	689,900	52*
Accommodation, restaurants and recreation services; food retailing; consumer goods and services	638,500	23
Other ²	32,800*	12*
All companies	2,438,500	27

¹Participants in formal training per 100 employees of all companies including those not supporting or providing training.

²Includes government services; education, health and social services, and industry not known.

Source: Human Resource Training and Development Survey, 1987.

Types of formal training

Fourteen types of programs were specified on the questionnaire. Companies were asked to indicate the number of participants, the total number of training days, and the percentage of trainees in programs of various durations.

The responses to the questions were incomplete. In each type of program, known is only the number of those companies which indicated that they trained their employees in the program. In most cases, data by industry are not reliable enough to be released. Therefore, the data are only displayed by company size.

The top three types of programs in which employees participated were:

- for medium-size (100-499 employees) and large companies (500 or more employees): supervisory, executive/managerial, and office/clerical.
- for companies with 10-99 employees: sales, executive/managerial and office/clerical.
- for companies with fewer than 10 employees: office/clerical, apprenticeship and computer-related.

Table 22. Top three types of formal training in which employees participated, by company size, 1987

Top three types of training and company size	% of companies	Top three types of training and company size ¹	% of companies
0-9 employees		10-49 employees	
Apprenticeship	14*	Sales	29
Computer-related skills	14*	Executive/managerial	25
Office/clerical	14*	Office/clerical	19
50-99 employees		100-499 employees	
Office/clerical	39*	Office/clerical	37
Executive/managerial	34*	Executive/managerial	34
Sales	25	Supervisory	34
500-999 employees		1000 or more employees	
Supervisory	57	Supervisory	63
Executive/managerial	50	Executive/managerial	57
Office/clerical	46	Office/clerical	53
All companies			
Sales	18		
Office/clerical	16		
Executive/managerial	15		

See Table 23 for the list of all types of training included.

Source: Human Resource Training and Development Survey, 1987.

Larger companies tended to provide training in more program types than did smaller ones.

Table 23. Type of formal training in which employees participated, by company size, 1987

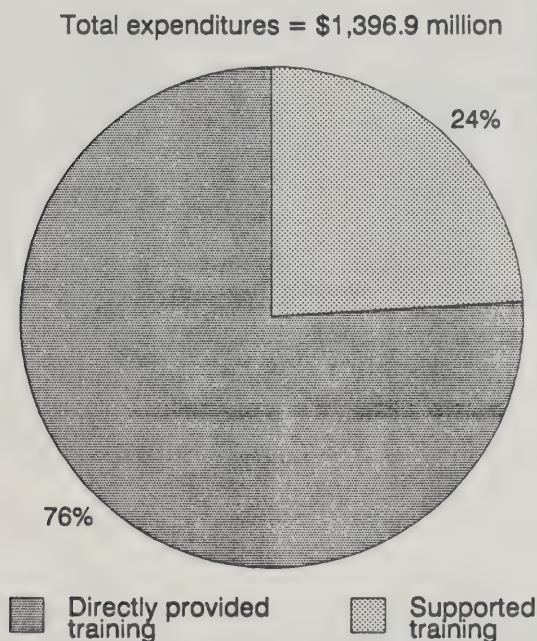
Type of training	Number of employees						All com- panies
	0-9	10-49	50-99	100- 499	500- 999	1000 or more	
	(% of companies)						
Executive/managerial	10*	25	34*	34	50	57	15
Supervisory	**	13	22	34	57	63	10
Professional	**	10	13*	20	37	46	9*
Technical	**	12	16	23	35	42	11*
Sales	**	29	25	29	37	48	18
Apprenticeship	14*	12	20*	19	21	24	14*
Non-apprenticeship (trade and manual)	**	**	8*	12	15	21	6*
Production technology familiarization	**	7*	11*	20	27	29	7*
Basic skills	**	**	8*	13	21	28	**
Office/clerical	14*	19	39*	37	46	53	16
Computer-related	14*	12	25	32	44	49	14*
Communications	**	**	9*	17	29	39	4*
Safety/orientation	**	10*	12	33	43	52	9*
Other	**	9*	7*	11*	16	17	7*
Unknown	26*	18*	**	9	12	14	24

Source: Human Resource Training and Development Survey, 1987.

Expenditures on Training

In 1987, private businesses spent almost \$1.4 billion on formal training. Directly provided training accounted for 76% of this total, and supported training, 24%. Larger companies tend to allocate a larger proportion of their expenditures to directly provided training than do smaller ones. Companies with 1,000 or more employees spent six times as more on directly provided training than on supported training, while firms with fewer than 10 employees spent only twice as much.

Chart 9 - Expenditures, by form of training, 1987



Source: Human Resource Training and Development Survey, 1987.

Table 24. Distribution of expenditures, by form of training and company size, 1987

Number of employees	Directly provided training	Supported training	Total
		(%)	
0-9	68	32	100
10-49	58	42	100
50-99	68	32*	100
100-499	79	21	100
500-999	73	27	100
1000 or more	86	14	100
All companies	76	24	100

Source: Human Resource Training and Development Survey, 1987.

Companies in transportation and communications spent seven times more on directly provided training than on supported training.

Table 25. Percentage distribution of expenditures, by form of training and industry, 1987

Industry (Company Classification Code)	Expenditures		
	Directly provided training	Supported training	Total
		(%)	
Food, beverage and tobacco	60*	40*	100
Wood and paper; energy	73	27	100
Chemicals, chemical products and textiles; metallic minerals and metal products	82*	18	100
Machinery and equipment; transportation equipment; electrical & electronic products	79*	21	100
Construction and related activities	66*	34*	100
Transportation services; communications	88	12	100
Finance and insurance; general services to business	73	27	100
Accommodation, restaurants and recreation services; food retailing;			
Consumer goods and services	76	24*	100
Other ¹	**	**	100
All companies	76	24	100

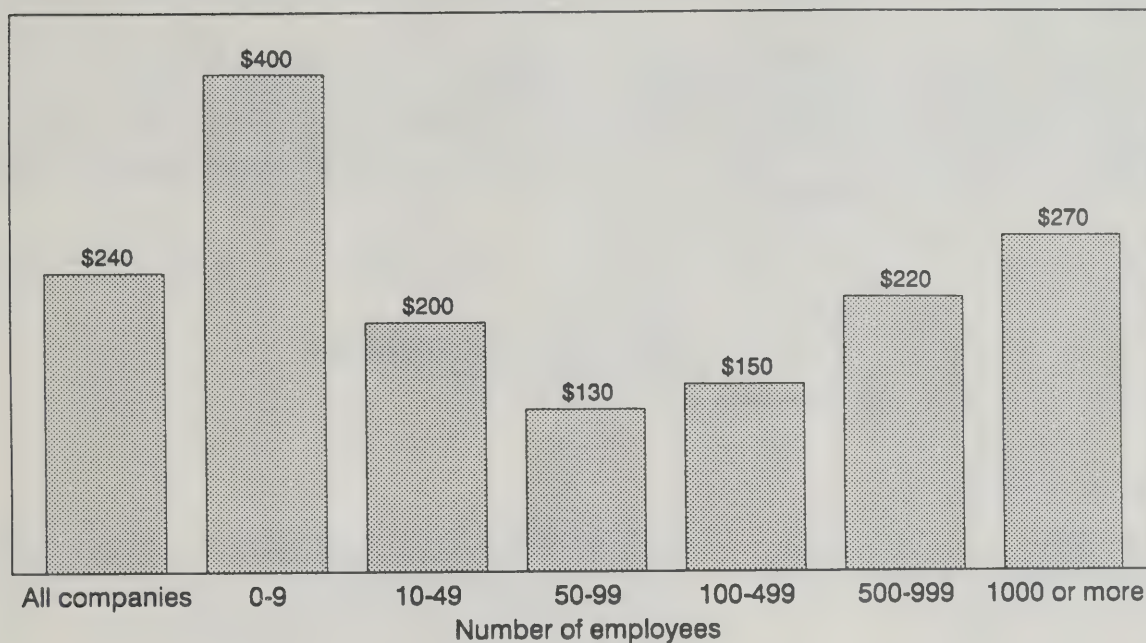
¹Includes government services; education, health and social services, and industry not known.
Source: Human Resource Training and Development Survey, 1987.

Expenditures by company size

Private business expenditures on training were \$160 per employee in 1987. Companies with fewer than 500 employees spent less per employee, and firms with 500 or more employees, more.

The companies with fewer than 10 employees that trained spent \$400 per employee, about double the amount spent by companies with 10-49 or 500-999 employees; three times the amount allocated by firms with 50-499 employees; and one and a half times the amount paid by firms with 1,000 or more employees.

**Chart 10 - Expenditure per employee,¹
by company size, 1987**



¹ Employees of companies supporting or providing formal training.

Source: Human Resource Training and Development Survey, 1987.

On average, companies spent \$570 per participant in formal training. Firms with fewer than 10 employees and those with 500-999 employees paid more: \$760 and \$610, respectively.

Table 26. Expenditure per employee and per participant in formal training, by company size, 1987

Number of employees	Average per employee	Average per employee of companies supporting or providing training	Average per participant	Total
	\$	\$	\$	\$'000,000
0-9	140	400	760	273.5
10-49	100	200	540	226.7
50-99	70	130	490	50.6
100-499	110	150	540	139.9
500-999	190	220	610	78.8
1000 or more	260	270	540	627.5
All companies	160	240	570	1,396.9

Source: Human Resource Training and Development Survey, 1987.

Expenditure by industry

Training expenditures per employee were lower than average in food, beverage and tobacco, construction and related activities and accommodation, restaurants, and recreation services; food retailing; consumer goods and services.

Companies in the machinery and equipment industry spent the most on training per employee (\$350), followed by financial and insurance firms and firms providing general services to business (\$270). Firms in the food, beverage and tobacco industry, as well as firms in consumer goods and services group lagged well behind with \$160 and \$170, respectively.

**Chart 11 - Expenditure per employee,¹
by Industry, 1987**

Industry group (CCC)

Machinery and equipment; transportation
equipment; electrical & electronic products
Finance and insurance;
general services to business

Construction and related activities

Transportation services; communications

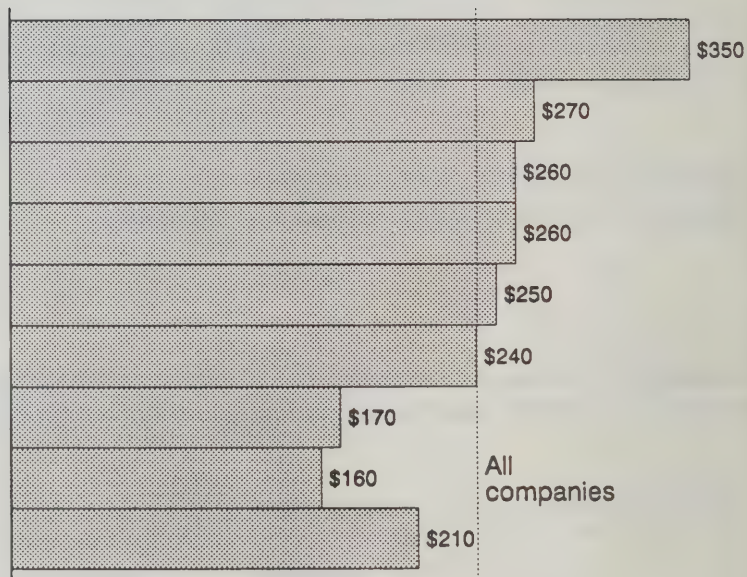
Wood and paper; energy

Chemicals, chemical products and textiles;
metallic minerals and metal products

Accommodation, restaurants, and
recreation services; food retailing;
consumer goods and services

Food, beverage and tobacco

Other²



¹ Employees of companies supporting or providing training.

² Includes government services; education, health and social services, and industry not known.

Source: Human Resource Training and Development Survey, 1987.

Companies in the machinery and equipment industry also showed the largest expenditure per participant in formal training (\$950), while firms in consumer goods and services, the lowest (\$410). Financial/insurance firms and firms providing general services to business had the second lowest expenditure per participant (\$430).

Table 27. Expenditures per employee and per participant in formal training, by industry, 1987

Industry (Company Classification Code)	Average per employee	Average per employee of companies supporting or providing training	Average per participant in formal training	Total
	\$	\$	\$	\$'000,000
Food, beverage and tobacco	120	160	630	58.9
Wood, paper; energy	180	250	630	130.2
Chemicals, chemical products and textiles; metallic minerals and metal products	170	240	870	99.0
Machinery and equipment; transportation equipment electrical & electronic products	260	350	950	266.8
Construction and related activities	110	260	810	115.0
Transportation services; communications	190	260	630	148.4
Finance and insurance; general services to business	220	270	430	296.7
Accommodation, restaurants and recreation services; food retailing;				
consumer goods and services	90	170	410	258.8
Other ¹	90*	210*	700*	23.1*
All companies	160	240	570	1,396.9

¹Includes government services; education, health and social services, and industry not known.

Source: Human Resource Training and Development Survey, 1987.

Appendix A

Table A-1. Companies providing formal training for employees, by industry and company size, 1987

Industry (Company Classification Code)	Number of employees						
	0-9	10-49	50-99	100- 499	500- 999	1000 or more	All com- panies
	(% of companies)						
Food, beverage and tobacco	**	61*	**	72*	79	94	38*
Wood and paper; energy	**	**	**	76*	86	95	40*
Chemicals, chemical products and textiles; metallic minerals and metal products	**	41*	**	73	86	93	28*
Machinery and equipment; transportation equipment; electrical & electronic products	33*	71	81*	88	87	97	41
Construction and related activities	21	34	38*	68	77	70	23
Transportation services; communications	19*	32*	63*	72	90*	98	22
Finance and insurance; general services to business	33*	56*	56	77	97*	93	37
Accommodation, restaurants, and recreation services; food retailing; consumer goods and services	31	51	53	68	79	90	35
Other ¹	**	**	**	54	100*	86	**
All companies	27	48	55	73	86	92	31

¹Includes government services; education, health and social services; and industry not known.
Source: Human Resource Training and Development Survey, 1987.

Table A-2. Participants in formal training per hundred employees,¹ by industry and company size, 1987

Industry (Company Classification Code)	Number of employees						
	0-9	10-49	50-99	100- 499	500- 999	1000 or more	All com- panies
Food, beverage and tobacco	**	**	**	**	14	29*	19
Wood and paper; energy	**	**	**	27*	37	38	29
Chemicals, chemical products and textiles; metallic minerals and metal products	**	**	**	18	31	29	20
Machinery and equipment; transportation equipment; electrical & electronic products	22*	23	18	25	25	47*	28
Construction and related activities	12	13	7*	14	26	29	13
Transportation services; communications	10*	13*	16*	16	**	47	30
Finance and insurance; general services to business	26*	**	19*	28	47*	**	52*
Accommodation, restaurants, and recreation services; food retailing; consumer goods and services	19*	22*	16*	21*	30	37	23
Other ²	**	**	**	14	**	22*	12*
All companies	18	19	15	20	32	48	27

All companies including those not providing training.

¹Includes government services; education, health and social services, and industry not known.

Source: Human Resource Training and Development Survey, 1987.

Table A-3. Expenditure per employee,¹ by industry and company size, 1987

Industry (Company Classification Code)	Number of employees						
	0-9	10-49	50-99	100-499	500-999	1000 or more	All companies
Food, beverage and tobacco	**	**	**	70*	70	120*	160
Wood and paper; energy	**	**	**	140	410*	290	250
Chemicals, chemical products and textiles; metallic minerals and metal products	**	**	**	**	310*	230	240
Machinery and equipment; transportation equipment; electrical & electronic products	330*	250*	130*	130	250	**	350
Construction and related activities	**	170*	100*	**	140	100	260
Transportation services; communications	330*	150*	110*	130	**	320*	260
Finance and insurance; general services to business	**	**	**	190	230*	260*	270
Accommodation, restaurants, and recreation services; food retailing; consumer goods and services	300*	190*	120*	90	120	120	170
Other ²	**	**	**	350*	110*	120*	210*
All companies	400	200	130	150	220	270	240

¹Employees of companies supporting or providing training.

²Includes government services; education, health and social services; and industry not known.

Source: Human Resource Training and Development Survey, 1987.

Appendix B - Methodology

Population and sample design

The survey sample is drawn from the Statistics Canada Business Register (B.R.). The survey universe consists of all B.R. establishments which report employees, excluding:

- Government Service Industries;
- Education Service Industries;
- Health and Social Service Industries
- Religious Organizations; and
- Political Organizations

based on the 1980 SIC (Standard Industrial Classification).

The sample consists of about 15,000 sampling units.

The population is stratified into a take-all stratum and a take-some stratum. The take-all stratum is sampled at a rate of 100% and includes all single-establishment companies with 200 or more employees, multi-establishment companies with one industry division and province and 200 or more employees and multi-establishment companies with more than one industry division or province and 50 or more employees. The take-some strata consist of a sample of all other companies, regardless of whether they are single- or multi-establishment. These companies are classified into sub-strata defined by province, industry, and size, and were sampled at varying rates within each strata.

Data collection methodology

There were two streams for the collection of data. The "direct mail" approach applies to the small (less than 50 employees), single-industry, single-location companies. The "telephone contact" approach was for multi-industry and/or multi-location companies and for the large (50 or more employees) "single" companies.

The mail-outs were from head office in Ottawa. Completed questionnaires were returned to the eight Statistics Canada regional offices. Follow-up of non-respondents was by telephone and took place through the regional offices, with difficult or complicated situations being referred to head office.

Direct mail

A questionnaire was mailed to the "Personnel Director" of the company, with instructions to report for all employees of the company.

At the time of follow-up, non-respondents were screened to determine whether they participate in human resource planning and/or training and, if not, their reasons for not doing these activities.

If they were neither planners nor trainers they were asked to answer the general information questions of the questionnaire and return it, and there would be no further contact.

Non-respondents who were either planners or trainers were asked for a minimum amount of data and asked to return their questionnaires after completing the relevant questions which were not asked for on the telephone.

Non-respondents were contacted until the target response rates by strata were achieved.

Telephone contact

The regional offices called companies to obtain the name and title of the person responsible for personnel/human resource issues. This information was returned to head office, where a "personalized" mail-out was prepared.

Single-industry, single-location companies received one questionnaire, with instructions to report for all employees of the company.

Multi-industry and/or multi-location companies received a kit which was designed to assist and encourage these respondents to report for the employees of each unique industry-province combination of their company on a separate questionnaire. If respondents found it difficult to report this way, instructions were provided for changing or redefining reporting arrangements.

At follow-up time, all non-respondents were contacted and screened as for the direct mail group. Screened-out respondents were treated as those of the direct mail; however, those which were screened-in as trainers could have received a second call.

During the first call, which included the screening, the "trainer" non-respondents were asked to return their completed questionnaire. If they indicated that they were unwilling or unable to do this, interviewers attempted to collect minimum data. Screened-in "planners" are asked for number of employees and are not contacted again.

A second call was made to delinquent "trainers" who indicated that they would return their questionnaires. Minimum data was requested at this time.

The sample design is illustrated on diagram A.

DIAGRAM A

# of Employees in Firm	0	≥ 10	≥ 50	$S \geq 200$	$M \geq 50$ $S \geq 500$	
STRATA	TS1	TS2A	TS2B	TA1	TA2	
SAMPLE SIZE	3,402	3,754	2,755	1,633	3,073	
COLLECTION METHOD	SMPL	SMPL	SMPL	CEN	CEN	
TARGET RESP. RATE	40%	50%	70%	60%	80%	
TELEPHONE SCREEN	NO	NO	YES	YES	YES	

Abbreviations;

CEN = Census

M = Multi-establishment Company

S = Single Establishment Company

SMPL = Sample

TA = Take All

TS = Take Some

Response rates

At the company level, the response rates to the Human Resource Training and Development (HRTD) survey were as follows. For the small companies (fewer than 50 employees) it was 42.2%. (Note: for the two strata involved, the target response rates were 40% and 50%). For the larger, more complex companies, the response rate was 64.6%. (Note: for the strata involved, the target response rates ranged from 60% to 80%). The number of responding, inactive and non-responding companies are shown in diagram B.

Diagram B

	Response	Non-response	Inactive	Total
Companies with fewer than 50 employees	2,748	3,770	643	7,161
Companies with 50 or more employees	4,573	2,506	378	7,457
Total	7,321	6,276	1,021	14,618

Note: Inactive companies include those that have gone out of business, seasonal businesses, companies not currently operating, etc.

Reliability of the estimates

The estimates derived from this survey are based on a sample of companies. Somewhat different results would have been obtained if a complete census had been taken using the same questionnaires, interviewers, supervisors, processing methods, etc. The difference between the estimates derived from the sample and those derived from a census taken under similar conditions is called the sampling error.

In general, the value of the sampling error is unknown, but it is possible to estimate its probable size using sample data. The sampling variance gives us an indication of the size of the sampling error. The size of the sampling error is often reported using the standard deviation (the square root of the sampling variance) or the coefficient of variation (CV).

Derivation of standard deviations for each of the estimates which could be generated from many surveys would be costly. Therefore, crude measures of sampling variability have been developed. These measures are produced by applying an estimated design effect to the variance estimate calculated with the assumption of simple random sampling. This method has been used to find crude estimates of the CVs of the data in this report. Data with CVs greater than 25% are not reported and are replaced by two asterisks (**). Those with CVs between 16.6% and 25% are reported, but are identified with a single asterisk (*). Estimates with CVs of less than 16.6% are unmarked.

Particular care should be exercised when interpreting figures that are based on a relatively small number of cases or on small differences between data.

Data capture and processing

Completed questionnaires were shipped to the head office for data capture and processing. Processed data were edited, weighted and released as electronic data files.

Multi-industry and/or multi-location companies (establishments in different provinces)

In cases when the establishments of a multi-industry and/or multi-location company reported separately, the data were rolled up to company level.

Multi-location companies with establishments in different provinces got the provincial code that was assigned to the "head office" in the Business Register. Because of this, the survey results cannot be produced at the provincial level.

Multi-industry companies got the "Company Classification Code" of the establishment which had the largest gross income.

Appendix C - Glossary

Company Classification Code

The CCC code is assigned by the Business Register (B.R.) to the company level records. For this report they have been grouped into the following categories:

1. Food, beverage and tobacco (Sector A)
2. Wood and paper; energy (Sectors B and C)
3. Chemicals, chemical products and textiles;
metallic minerals and metal products (Sectors D and E)
4. Machinery and equipment; transportation equipment;
electrical & electronic products (Sectors F, G and H)
5. Construction and related activities (Sector I)
6. Transportation services; communications (Sectors J and K)
7. Finance and insurance; general services to business (Sectors L and M)
8. Accommodation, restaurants and recreation services;
food retailing; consumer goods and services (Sectors P, Q and R)
9. Other (includes government services; education, health and social services,
and industry not known) (Sectors N and O)

Directly provided training

- the company implements the program
- the company has power over
 - administration
 - admission
- the company generally selects
 - instructor
 - course material
- the company purchases training courses or seats in a program of a public or private training institution or another company.

Expenditures

- for the purpose of this survey, expenditures on training referred to the amount spent by companies which directly provided or supported training of their employees. The budgets and expenditures could include tuition, wages and salaries of employees, wages and salaries of instructors, costs of travel, accommodation, rent, training materials, administration costs, machinery and other overhead costs.
- the expenditures were not to include any indirect costs such as lost employee time, nor were they to identify sources of training funds.

Formal training programs

have an identifiable structured plan and objectives designed to develop a worker's skill and competence either on-the-job, in a classroom or a specially-equipped training site, or through a combination of on-the-job experience and classroom instruction. Classroom instruction can be either during or after work hours at either a company location or a postsecondary institution. Self-paced learning, which is monitored and meets the above criteria is a type of formal training.

Participants in formal training

Number of employees participating in formal training. It is possible that an employee who participated in formal training more than once during the reporting period may have been counted more than once, depending on how each company reports.

Supported training

- the company does not directly provide the training but assists by
 - paying tuition, or
 - providing paid time offfor its employees to attend training provided by an outside source (e.g., training institution, college, etc.).

Appendix D

Human Resource Training and Development Survey Questionnaire

Human Resource Training and Development Survey

Confidential (when completed)

Provide correct name and mailing address, if necessary

A-SHARING AGREEMENT:

This survey is conducted under the authority of the Statistics Act, Statutes of Canada, 1970-71-72, Chapter 15. To reduce response burden and to ensure more uniform statistics, Statistics Canada has entered into data sharing agreements under Section 11 of the Statistics Act with Employment and Immigration Canada (the department/the commission) and with the provincial and territorial departments or ministries responsible for Employment and Manpower. The information collected and shared will be kept confidential and used only for statistical purposes. Under Section 11 of the Statistics Act you may refuse to share this information with any of these departments by writing to the Chief Statistician and returning a letter of objection along with the completed questionnaire in the enclosed return envelope. Please specify to which department(s) or province(s)/ territory(ies) your objection applies.

Reporting Period:

Your response is to be confined to the activities and employees of the reporting unit as specified on the label. Please provide label information if necessary.

Purpose:

The information gathered by this survey will be used by federal and provincial/territorial departments or ministries responsible for Employment and Manpower to identify future directions for government involvement and to improve communication between government and industry in establishing common terminology and clearer understanding of the extent of various types of training which take place in the private sector. This will be done by establishing benchmarks on human resource development and training in private industry.

Confidentiality:

Statistics Canada is prohibited by law from publishing any statistics which would divulge information relating to any identifiable business without the previous written consent of that business. The data reported on this questionnaire will be treated in strict confidence, and will be published in aggregate form only.

Return Date:

Please return your completed questionnaire using the enclosed return envelope within 21 days of receipt.

Reporting Period:

Please indicate the most recent 12 month time period for which you will be reporting (Mark one only).

☐ November 1, 1986 to October 31, 1987

OR

From 19 to 19
month day year 003 month day year

Enquiries:

If you have questions regarding this survey please contact your Statistics Canada Regional Office.

QUESTIONNAIRE STRUCTURE

The questionnaire is in five parts:

- A. COMPANY PROFILE
- B. HUMAN RESOURCE PLANNING
- C. ORGANIZATION OF HUMAN RESOURCE TRAINING AND DEVELOPMENT
- D. OCCUPATIONAL EMPLOYMENT AND NUMBER OF EMPLOYEES WHO PARTICIPATED IN FORMAL TRAINING
- E. TYPES OF FORMAL TRAINING, TRAINEES, TRAINING DAYS

DEFINITIONS

Employee training and development can be achieved through either formal programs or informal programs. For purposes of this survey we are concerned only with FORMAL TRAINING PROGRAMS which meet the following criteria:

Formal Training Programs – have an identifiable structured plan and objectives designed to develop a worker's skill and competence either on-the-job, in a classroom or a specially equipped training site, or through a combination of on-the-job experience and classroom instruction. Classroom instruction can be either during or after work hours at either a company location or a postsecondary institution. Self-paced learning which is monitored and meets the above criteria is a type of formal training.

Formal training may be supplied as:

DIRECTLY PROVIDED TRAINING: – The company implements the programs

- The company has power over
 - administration
 - admission
- The company generally has the right to select
 - instructor
 - course material
- The company purchases training courses or seats in a program of a public or private training institution or another company.

SUPPORTED TRAINING: – The company does not directly provide the training but assists by

- paying tuition, or
- providing paid time off

for its employees to attend training provided by an outside source (e.g., a training institution, college, university, another company, etc.).

COMPANY PROFILE

What are the principal business activities or functions of this reporting unit? (e.g., computer services, hospitality services, electric motor repair, drug wholesaling, investment dealing, vending machine operating, appliance hardware manufacturing.)

005 _____

Which of the following best describes your organization? Mark all that apply.

• Single location company ☐ 010

• Multi-location company ☐ 011

Division, plant or branch of a multi-location company operating:

• only in Canada OR 1 ☐ 012

• in Canada and internationally 2 ☐

3. Please indicate the number of paid employees of your reporting unit during the first complete week of October, 1987 or the closest pay period.

• Full time (30 or more hrs. a week) ...

• Part time

• Other (please specify) _____

023

• Total

Number of paid employees

020

021

022

025

Note: A paid employee is any person drawing pay for services rendered, or for paid absence, and for whom you, as an employer, are required to complete a Revenue Canada T.4 Supplementary Form.

HUMAN RESOURCE PLANNING

4. Do you estimate in advance the number of employees that your reporting unit will require?

☐ 030 Yes 1 ☐ —→ Please go to Question 5

No 2 ☐ —→ Please go to Question 9

5. How many years has your reporting unit been performing this type of forecast?

☐ 031 _____ years

6. How far in advance do you forecast?

☐ 032 _____ months or ☐ 033 _____ years

7. On what basis do you project your workforce requirements? Mark all that apply.

- Business plan ☐ 034
- Recent rates of employee turnover ☐ 035
- Link to sales forecast ☐ 036
- Planned equipment/process changes ☐ 037
- Other (please specify) ☐ 038

039

8. On what basis do you assess the availability of workers? Mark all that apply.

- Monitoring training in progress ☐ 040
- Monitoring availability of qualified new hires ☐ 041
- In-house skill inventories ☐ 042
- Other (please specify) ☐ 043

044

9. If you do not estimate in advance the number of employees that your reporting unit will require, please indicate your reason for not doing so. Mark all that apply.

- Do not have time ☐ 045
- Do not have the expertise ☐ 046
- Experience has shown this to be ineffective ☐ 047
- Estimates of employee requirements are done elsewhere in the company ☐ 048
- Other (please specify) ☐ 049

050

C. ORGANIZATION OF HUMAN RESOURCE TRAINING AND DEVELOPMENT

10. During the reporting period, did your company support or directly provide formal training for non-employees of the company?

☐ 055 Yes 1 ☐ How many non-employees participated in formal training programs directly provided by your company?

056

No 2 ☐

NOTE: THE REMAINING QUESTIONS PERTAIN TO YOUR OWN EMPLOYEES ONLY

11. During the reporting period, did your company support or directly provide formal training for any employees this reporting unit?

☐ 057 Yes 1 ☐ —————> Please go to Question 12

No 2 ☐ —————> Please go to Question 19

12. How was this formal training supplied? Mark all that apply.

Provided directly:

- by this reporting unit; ☐ 058
- by company headquarters or training centre; ☐ 059
- by some other unit of the company; ☐ 060
- through purchase of training courses or seats in public or private training institutions. ☐ 061

Supported by the company:

- through tuition reimbursement in private or public training institutions; ☐ 062
- other (e.g., another company) (please specify) ☐ 063

064

13. What are your company's objectives and their importance in sponsoring formal training programs for employees?

- | | Mark all
that apply | Mark only the
most important
objective |
|--|------------------------------|--|
| • Orientation of new employees | <input type="checkbox"/> 065 | <input type="checkbox"/> 076 |
| • Helping employees perform their present jobs well | <input type="checkbox"/> 066 | <input type="checkbox"/> 077 |
| • Helping employees qualify for future jobs within the company | <input type="checkbox"/> 067 | <input type="checkbox"/> 078 |
| • Providing an opportunity for employees to develop
their personal skills and knowledge | <input type="checkbox"/> 068 | <input type="checkbox"/> 079 |
| • Keeping employees informed of technical and procedural changes
occurring within the company | <input type="checkbox"/> 069 | <input type="checkbox"/> 080 |
| • Meeting collective bargaining requirements | <input type="checkbox"/> 070 | <input type="checkbox"/> 081 |
| • Meeting affirmative action goals | <input type="checkbox"/> 071 | <input type="checkbox"/> 082 |
| • Meeting regulatory requirements | <input type="checkbox"/> 072 | <input type="checkbox"/> 083 |
| • Meeting changing skill requirements of existing jobs | <input type="checkbox"/> 073 | <input type="checkbox"/> 084 |
| • Assisting relocation of workers within the firm in order to avoid layoffs | <input type="checkbox"/> 074 | <input type="checkbox"/> 085 |
| • Other (please specify) | <input type="checkbox"/> 075 | <input type="checkbox"/> 086 |

08

14. How many employees of this reporting unit have as their primary function the development and delivery of formal training programs?

☐ 088 None 1 ☐

	Number of Employees
Full-time ...	089
Part-time ...	090
Total	091

5. Does this reporting unit have a budget for the formal training of employees?

☐ 092 No ☐ 2 ☐ → Why not? Mark all that apply.

- Costs incurred are too low ☐ 093
- Accounting procedures cannot accommodate such a budget ☐ 094
- Training budgets are administered elsewhere in the company ☐ 095
- Other (please specify) ☐ 096

_____ ☐ 097

Dollars	
098	.00

Yes ☐ 1 ☐ → How much was it for the reporting period?

What is included? Mark all that apply.

- Wages and salaries of employees ☐ 100
- Wages and salaries of instructors ☐ 101
- Tuition ☐ 102
- Travel, accommodation ☐ 103
- Purchase of training materials ☐ 104
- Administration costs ☐ 105
- Overhead costs/machinery, power, materials ☐ 106
- Other overhead ☐ 107
- Other (please specify) ☐ 108

_____ ☐ 109

6. Has the introduction of new technologies or processes resulted in significant demands on your training requirements?

☐ 110 Yes ☐ 1 ☐

No ☐ 2 ☐

☐ 111 Comments: _____

_____ ☐ 112

7. During the reporting period, which training assistance programs did you use? Mark all that apply.

- Apprenticeship ☐ 115
- Other Provincial Government Programs ☐ 116
- Federal Government Programs ☐ 117
- Other (please specify) ☐ 118

_____ ☐ 119

• None ☐ 120

18. During the reporting period did you meet all of your training needs?

☐ 125 Yes ☐ 1

No ☐ 2 —————> Why not? Mark all that apply.

- Limited resources ☐ 126
- Lack of skilled instructors ☐ 127
- Courses not available in training institutions where
and when required ☐ 128
- Lack of training facilities ☐ 129
- Lack of employee interest ☐ 130
- Government training assistance programs are too complex ☐ 131
- Criteria for government training assistance programs are too rigid ☐ 132
- Insufficient government assistance ☐ 133
- Other (please specify) ☐ 134

☐ 135

19. • Which of Employment and Immigration Canada's "Canadian Jobs Strategy" programs are you familiar with? Mark all that apply.	Job Develop- ment	Job Entry	Skill Invest- ment	Skill Shortages	Innova- tions	Com- munity Futures
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> 140	<input type="checkbox"/> 141	<input type="checkbox"/> 142	<input type="checkbox"/> 143	<input type="checkbox"/> 144	<input type="checkbox"/> 145
• Has this reporting unit ever participated in any of these programs? Mark all that apply.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> 146	<input type="checkbox"/> 147	<input type="checkbox"/> 148	<input type="checkbox"/> 149	<input type="checkbox"/> 150	<input type="checkbox"/> 151
• Which of these programs would you use again? Mark all that apply.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/> 152	<input type="checkbox"/> 153	<input type="checkbox"/> 154	<input type="checkbox"/> 155	<input type="checkbox"/> 156	<input type="checkbox"/> 157

☐ 158 Comments: _____

OCCUPATIONAL EMPLOYMENT AND NUMBER OF EMPLOYEES WHO PARTICIPATED IN FORMAL TRAINING

20. What is the total number of employees employed (full-time and part-time) in each of the occupational groups listed below? How many of these participated in formal training during the reporting period. (Note: Include anyone who participated in training at any time during the reporting period. This includes those who started training prior to the reporting period and were still in training at the start of the period as well as those who started training during the reporting period.)

FUNCTIONS/OCCUPATIONAL GROUPS	Number of employees in October, 1987	Number of employees who participated in formal training during the reporting period
A - Executive Officers	175	176
B - Management (e.g., financial management, human resource management, sales management)	177	178
C - Professional/Technical (e.g., engineers, lawyers, technicians, technologists)	179	180
D - Sales and Marketing (exclude management, but include commodities, services, sales clerks, etc.)	181	182
E - Clerical/Office (e.g., office accountants, tellers, word processors, receptionists)	183	184
F - Service (e.g., protective service, food and beverage, accommodation, personal)	185	186
G - Construction Trades (e.g., plumber, carpenter)	187	188
H - Transport Equipment Operating/Material Handling (e.g., truck driver, longshore workers)	189	190
I - Production (e.g., processing, fabricating, assembly)	191	192
J - Repair and Industrial Maintenance Trades (e.g., mechanics, millwrights, industrial electricians)	193	194
K - Forestry, fishing, mining, farming	195	196
L - Other (please specify) 203	197	198
204	199	200
205	201	202

21. If you combined any categories, please specify combinations.

208

E. TYPES OF FORMAL TRAINING, TRAINEES, TRAINING DAYS

22. For each type of training program listed below, please indicate how many employees participated, the total number of training days during the 12 month reporting period and the percentage of trainees in programs of various durations. (Note: Include anyone who participated in training at any time during the reporting period and the percentage of trainees in programs of various durations. This includes those who started training prior to the reporting period and were still in training at the start of the period as well as those who started training during the reporting period).

TYPES OF FORMAL TRAINING (FOR DESCRIPTIONS SEE PAGE 10)	Number of employees who participated during the reporting period			Directly Provided Training during the reporting period					
	Directly provided training	Supported training	Total	Total Training days* (1 training day = 7.5 training hours)	Percentage (%) of trainees in programs of the following duration				
					less than 2 wks	2 wks to 4 wks	greater than 4 wks to 26 wks	greater than 26 wks to 52 wks	greater than 1 yr
A. Executive/Managerial	210	211	212	260	276	277	278	279	280
B. Supervisory	213	214	215	261	281	282	283	284	285
C. Professional	216	217	218	262	286	287	288	289	290
D. Technical	219	220	221	263	291	292	293	294	295
E. Sales	222	223	224	264	296	297	298	299	300
F. Apprenticeship	225	226	227	265	301	302	303	304	305
G. Non-apprenticeship Trade and Manual	228	229	230	266	306	307	308	309	310
H. Production Technology Familiarization	231	232	233	267	311	312	313	314	315
I. Basic Skills	234	235	236	268	316	317	318	319	320
J. Office/Clerical	237	238	239	269	321	322	323	324	325
K. Computer Related Skills	240	241	242	270	326	327	328	329	330
L. Communications and Interpersonal Skills	243	244	245	271	331	332	333	334	335
M. Safety/New Employee Orientation	246	247	248	272	336	337	338	339	340
N. Other (please specify)	249	250	251	273	341	342	343	344	345
_____ 356	252	253	254	274	346	347	348	349	350
_____ 357	255	256	257	275	351	352	353	354	355
_____ 358									

* If this cannot be obtained directly from your records, an estimate can be obtained by multiplying the number of persons participating by the average duration of courses or programs within each category.

3. If you combined any categories of training programs in Question 22, please specify combinations.

360

4. Please indicate expenditures on formal training during the reporting period for:

- directly provided training
- supported training
- total

Dollars	
361	.00
362	.00
365	.00

5. If you reported for several provinces in this questionnaire, please provide the following by province. These data are essential to ensure proper provincial breakdowns of training activities.

PROVINCE	Number of Employees in October, 1987	Training Budget (Dollars)	Number of trainees during the reporting period
Newfoundland	375	376 .00	377
Prince Edward Island	378	379 .00	380
Nova Scotia	381	382 .00	383
New Brunswick	384	385 .00	386
Québec	387	388 .00	389
Ontario	390	391 .00	392
Manitoba	393	394 .00	395
Saskatchewan	396	397 .00	398
Alberta	399	400 .00	401
British Columbia	402	403 .00	404
Northwest Territories	405	406 .00	407
Yukon	408	409 .00	410

TYPES OF FORMAL TRAINING

- A. **Executive/Managerial** – programs that qualify or upgrade skills required for directing the planning, organizing and contracting within a department or organization.
- B. **Supervisory** – programs that qualify or upgrade skills required for supervising staff within a section or department.
- C. **Professional** – programs that qualify or upgrade a worker's theoretical or practical knowledge of a specific field or discipline such as art, science, engineering, education, medicine, law, business relations, administration and managerial or technical work.
- D. **Technical** – programs that qualify or upgrade skills of workers in direct support of Engineers or Scientists. These skills are primarily related to research, development, design, testing and analysis, installation, operation and maintenance, quality control and production planning. Include training of computer science professionals.
- E. **Sales** – programs that provide product familiarization and programs that qualify or upgrade skills related to selling commodities or services. Management training is excluded from this definition.
- F. **Apprenticeship** – programs are formal training leading to journeyman status. Apprenticeship involves a written contract agreement between employee and employer regardless of whether or not the apprentice is registered with a provincial apprenticeship authority.
- G. **Non-Apprentice Trade and Manual** – programs that qualify or upgrade specific occupational skills directly related to:
 - a) production (processing, assembly, machining, maintenance, repair, etc.);
 - b) construction trades;
 - c) transport equipment operation and materials handling.
- H. **Production Technology Familiarization** – programs that familiarize production workers with new technologies and processes.
- I. **Basic Skills (reading, writing and mathematical skills)** – programs that upgrade workers' basic reading, writing and mathematical skills.
- J. **Office/Clerical** – programs that qualify or upgrade clerical and related skills such as stenography, word processing, bookkeeping, office machine operation, material recording and scheduling, library skills, filing and correspondence.
- K. **Computer Related Skills** – computer usage/literacy for non-computer professionals, e.g., spreadsheets, micro databases, desk-top publishing.
- L. **Communications and Interpersonal Skills** – programs designed to provide workers with skills leading to more effective communications in the workplace.
- M. **Safety/New Employee Orientation**

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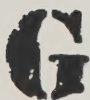
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